

# Integrated Organizational Vigilance and Supply Chain Impacts on the Quality of Work Life: A Survey of the Views of Employees at Ibn Al-Atheer Teaching Hospital for Children

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**Abstract-** The current paper aimed at identifying the types of integrated organizational vigilance and supply chain strategy available in the organization under study, which is Ibn Al-Atheer Teaching Hospital for Children. In addition, it intended to clarify the correlation and influence between these types and the quality of work life. It adopted the statistical program (SPSS) to reach the results. The research sample consisted of (50) participants including managers and employees. The questionnaire method was used to demonstrate the correlations and influence between the types of organizational vigilance (represented by technological, environmental, commercial and strategic vigilance) and the dimensions of work life quality (represented by participation in decision-making, stability and job security, wages and salaries, promotion and career advancement). The research problem was to show the impact of organizational vigilance represented by its types on the quality of work life. Accordingly, this study mainly hypothesized that there is a correlation and influence between the organizational vigilance and the quality of work life. Moreover, it assumed that the organizational vigilance represented by its types has an overall impact on the quality of work life. Finally, the research reached a set of findings and recommendations confirming that the organization under study has adopted the research variables.

**Keywords-** *supply chain management, organizational vigilance, work life.*

## 1. Research Problem

Effective supply chain management (SCM) has become a potentially valuable way of securing competitive advantage and improving organizational performance since competition is no longer between organizations, but among supply chains. This research conceptualizes and develops five dimensions of SCM practice (strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and postponement) and tests the relationships between SCM practices, competitive advantage, and organizational performance. The

problem can be identified by the main research question, which is: Can the hospital under study employ its organizational vigilance to improve the quality of administrative work life? Based on this question, the problem is identified in the following questions:

To what extent is the management of the hospital under study interested in organizational vigilance?

What is the level of interest of the hospital under study in the quality of work life?

How can the hospital under study employ the organizational vigilance to improve the quality of work life?

What is the level of effectiveness and success of the organizational vigilance in improving the quality of work life, which leads to improving the level of services in the hospital under study with high quality and rapidity?

## 2. Research Significance

The significance of research is highlighted by its attempt to correlate the variables of organizational vigilance with the quality of work life of the employees at Ibn Al-Atheer Hospital. This importance is clarified as follows:

1. Theoretically, the organizational vigilance and the quality of work life represent a modern and important concept at present. Therefore, the current study is in line with the desired administrative development, especially in light of the lack for such type of studies in the Arabic and Iraqi literature in particular.
2. Practically, the results of this research can be benefited in providing advices and guidance to decision makers at Ibn Al-Atheer Teaching Hospital for Children, taking the necessary measures to enhance the availability of dimensions of organizational vigilance and its impact on improving the quality of work life, as well as revealing the most influential dimension of the organizational vigilance on improving the quality of work life, which contributes to improve the quality of services in the organization under study.

### 3. The Proposed Research Model

The proposed research model represents the notion of research, its hypotheses and the correlations and

influence among research variables for testing the validity and strength of the correlations. Figure (1) clarifies the proposed model of the current study.

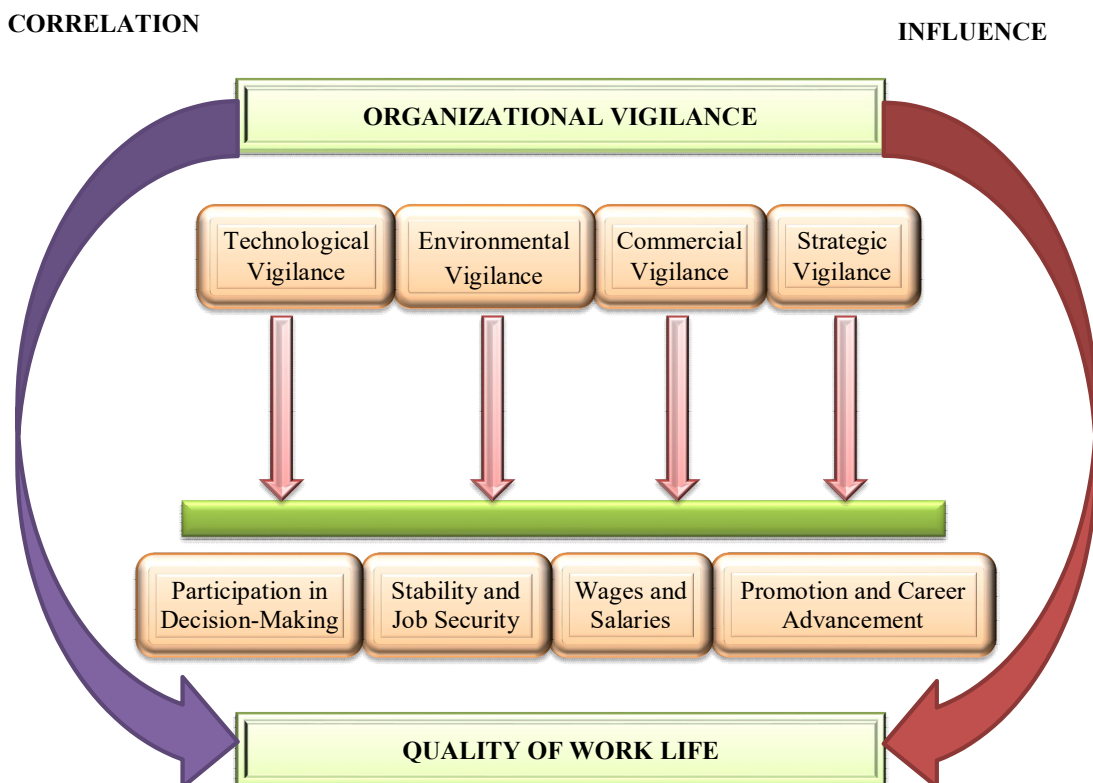


Figure 1. the proposed research model

### 4. Research Objectives

In line with research questions, this research seeks achieving the following objectives:  
 Identify the availability of the dimensions of organizational vigilance as expected by the employees of the organization under study.  
 Determine the quality of work life by measuring its dimensions according to the respondents' answers.  
 Test the correlation among the dimensions of organizational vigilance in the quality of work life.  
 Explain the extent to which the dimensions of organizational vigilance influence the quality of work life.

### 5. Research Hypotheses

In order to obtain answers for the research questions and achieve the objectives of the research, a number of hypotheses have been developed as follows:

1. There is a significant correlation between organizational vigilance and the quality of work life.
2. There is a significant influence between organizational vigilance and the quality of work life.

### 6. Research Sample

Ibn al-Atheer Teaching Hospital for Children in Mosul was chosen to represent the research community, and the administrative staff of the hospital represented the sample of the study. Hence, (50) questionnaire forms were distributed to the administrative section, the Division of Administrative, Financial and Legal issues, to measure the dimensions of organizational vigilance and the quality of work life.

### 7. Research Method

The analytical method was used to measure the dimensions of organizational vigilance and the quality of work life based on a questionnaire prepared for this purpose. The questionnaire was distributed to (50) employees in the hospital, representing research sample. Using statistical methods, the data were analyzed and the results were defined.

### 8. Research Scope

The current study is confined to Ibn al-Atheer Teaching Hospital for Children, which is affiliated with the Nineveh Health Department. Concerning the period of study, it ranged from 1/11/2018 to 1/6/2019.

## ❖ Theoretical Section

### A. The Definition of Organizational Vigilance

#### 1. The Concept of Organizational Vigilance

The word vigilance originates from the Latin term (Veille) which means wakefulness for both the human being and the institution. So, it can be said that an institution is "vigilant" if it is aware of the developments and changes that are happening in its surroundings. This awareness enable it to make decisions and take the right measures properly and at the right time [1].

Vigilance refers to the effort sought by organizations to be aware of the internal and external variables of the organization. It indicates a homogenous expression that combines various forms of vigilance, such as commercial, technological, environmental and strategic. Its objective is to allow opportunities and stay away from risks through possible predictive ways (al-Zahra and Farida, 2007, 3).

Organizational vigilance is defined as the art of identifying, collecting, processing and storing information and signals within the framework of law and respecting the rules and ethics that will inform the company at all levels of profitability and help guide the technological, commercial, environmental and strategic future, as well as protecting the present and facing the future from competitors' attacks (Tabakhi, 2008, 3).

It is also defined as a set of tools and methods available to the organization, allowing it to observe, listen to and analyze its surroundings. Additionally, it is an organized process that enables the decision-maker to observe and analyze the external environment and realize the transformations that occur in it. It also refers to the function that is concerned with managing information resources to make the organization smarter and more competitive [2].

#### 2. The Characteristics of Organizational Vigilance

Based on the above definitions and according to Lesca [21], the most important characteristics of organizational vigilance can be defined as follows:

- Strategic Characteristics: The concept of strategic vigilance is used to indicate that the information provided by strategic vigilance is not related to current and repeated operations only, but it also is about providing decisions of a future nature and the development of the organization in the social and economic environment.
- Anticipation characteristics: The definition of vigilance confirms the process of anticipating and detecting changes that can occur in the environment of the organization that are related to the future as the vigilance information has a predictive advantage in terms of providing explanations that are considered as highlighting the future.
- The characteristics of the organization environment: The environment of the organization cannot be considered statistical

or abstract as it is composed of several influential factors.

- Creativity characteristics: Given the information of organizational vigilance, which represents prior alarming signals, it refers to the concept of creativity, as it not only describes the events that occurred, but through which hypotheses and a prior creative vision can be formulated.

#### 3. Means of Organizational Vigilance

To carry out the process of vigilance, there should be effective means and modern techniques that facilitate the search for information as quickly. The most important means include:

- Devices and equipment: they refer to the equipment used to insert, store, transfer, circulate, restore and transmit the information to the beneficiaries. They represent the concrete physical parts on which the data are recorded [3].
- Software: it indicates the invisible components that manage computer resources, processing, storing, retrieving and transferring data [4]. Also, it refers to all types of software necessary for computer operation and coordination of its units. It is also called system programs in addition to those applications that the end user is benefiting from them. So, these two categories are considered to be the most important classifications of software [5].
- Internet: it is a group of computer networks of different types and sizes and communication networks connected to each other to provide many services and information among individuals and groups. It adopts global messaging systems known as (TCP/IP), and software to form a single language of communication understood by all networks and computers connected to the Internet helps to exchange and transmit information [18].
- Information banks: this type has recently appeared, through which the greatest amount of information is collected, linked to each other and stored by category so that it can be retrieved quickly to facilitate its use [6].

#### 4. Dimensions of Organizational Vigilance

Limiting the process of vigilance to specific dimensions varies by its purpose. Some people believe that the revolution of technology has accelerated the innovation among organizations. So, vigilance is basically technological. However, others consider it as having a competitive dimension. Therefore, the technological vigilance replaces the strategic vigilance for some people, and then the competitive, commercial and environmental vigilance replace the strategic vigilance for others. Moreover, the strategic, commercial, technological and environmental vigilance became among the branches of organizational vigilance for other people [15].

### 1. Technological Vigilance

It means following up technical developments and technologies used by the organization's employees that affect the future of the organization and employees' approval. This is to take preventive measures and precautions, or even to work on the advance of technological innovations in this field in the appropriate time. This requires the collection of information and the knowledge of all modern and used technologies including patents, creations, research and studies [2].

### 2. Environmental Vigilance

It means following up and careful analyzing of external environmental changes, their internal characteristics and readiness for them. The analysis of the external environment focuses on all factors related to the work of the organization and includes economic, social and political and legislative vigilance [23].

### 3. Commercial Vigilance

It is a process through which the organization is able to monitor all the information that affects and is affected by its commercial behavior, the behavior of consumers and current customers, their declared and undeclared needs, as well as potential customers and their expectations. It is an activity that is interested in studying the commercial relationships among the organization, its suppliers and customers, through which the organization can monitor the parts of the market and identify its strengths and weaknesses during its dealings with its suppliers and customers, and follow up the development in the needs of consumers and their behaviors, the offers of suppliers and realize their marketing skills and growth rates of market [2].

### 4. Strategic Vigilance

It is a complex and comprehensive organizational process, aimed at ensuring the sustainability of the organization and the continuity of its activities. This means monitoring any weak information or signal in its wide environment so that such proactive information allows the possibility of creating opportunities of survival and the ability to deal with potential risks and threats, reducing the degree of uncertainty and the effects of imbalances that may occur during changing aspects of the social, economic and technological environment [17].

## B. The Definition of Quality of Work Life

### 1. The Concept of Quality of Work Life

Since the beginning of the 1950s, there has been renewed interest in the subject of quality of work life (QWL) and is still evolving in its various fields [7]. The concept of quality of work life refers to the organization's provision of better factors and dimensions of a career for its employees. This requires the adoption of human resources policies that enable the provision of a career that satisfies their needs and achieve better performance of the organization [19]. The success of contemporary business organizations is represented by their ability to achieve their objectives and the objectives of their employees simultaneously. So, the contemporary management has become fully aware that the success of the organization will depend

on the realization of its community mission through its active efforts to implement programs to develop the quality of work life in it [8].

The concepts and definitions of quality of work life (QWL) have varied according to the viewpoints of scientists and researchers in this field, as follows:

[9,13] pointed out that quality of work life refers to a set of planned, continuous and integrated processes aimed at improving the various aspects that affect the careers of employees as well as their personal lives, which contribute to the achievement of the strategic objectives of the organization, its employees and those who deal with it.

Khanka (2009) defined it as the overall rate of working environment and impact on people, as well as organizational effectiveness and the direct participation of decision-makers and problem-solving workers [20].

### 2. The Importance of Quality of Work Life

The importance of quality of work life programs is attributed to that they represent the core of success for many organizations because of the increase in productivity, while at the same time achieving the hopes of workers by satisfying their needs and requirements through work [10].

The importance of quality of work life in any organization is related to addressing a range of issues, the most important of which are [11]:

1. low quality and intense competition .
2. Job evasion.
3. Reduced social and human factors in the working atmosphere.
4. The traditional design of jobs is no longer enough to satisfy the needs of individuals.
5. The change in the needs and ambitions of individuals as they have become more enlightened, educated and aware, which led them to seek higher needs as well and not just earn their living.

Madhi clarified that there are constructive positive effects of the availability and application of the dimensions of the quality of work life, the most important of which are [12]:

1. reducing work conflicts between employees and management by creating a more productive working environment, solving all grievances and creating a good working environment that helps solve problems.
2. The wide participation of the influential force in the members of the work with many good and constructive ideas that help in the process of improving the dimensions of manufacturing processes and working conditions.
3. Increase the reassurance, loyalty and belonging of the employees and balance their personal goals with those of the institution in general.
4. Improving and supporting humanitarian relations in the organization.
5. Low rate of absentness of the organization's staff.

6. Increase organizational efficiency within the organization.

### 3. Dimensions of Quality of Work Life

Researchers differed in determining the dimensions of quality of work life according to the objectives for

which they were established to study each of them. Table (1) summarizes the dimensions of the quality of work life that express researchers' different points of view:

**Table 1.** dimensions of quality of work life

No.	Researcher	Year	Dimensions of quality of work life
1	Robert	2000	Rewards, work design, information exchange, skills development, shared decision-making
2	Dargahi	2006	Communications, leadership, reward and appreciation, support participation in decision-making
3	Lawer	2007	Work-life balance, supervision behavior, salaries and compensation, work characteristics
4	Jad al-Rab	2008	A healthy and secure work environment, participation in decision-making, social justice, stability and job security, job design and enrichment, employees' work-personal life balance and harmony
5	Al-Anzi and Saleh	2009	Opportunities to exploit and develop capabilities, salary adequacy and justice, social integration, work-life balance, healthy conditions of work, job growth opportunities, adherence to the principle of organizational work
6	Ahmed Mahir	2009	Participation in decision-making, job enrichment, flexible work schedules, services and benefits, independent working groups, quality workshops, incentives, job security
7	Jayakumar & Kalaiselvi and Harish & Subashin	2012 2014	Compensatory systems that achieve a sense of justice, provision of safe and healthy job environments, provision of an opportunity to make employees' capabilities in a continuous development, an opportunity for career growth, reducing differences among employees, a law that guarantees workers' rights, balance between work and family life quality, social dimension of organization, participation in decision-making, stability and job security

This table was prepared by researchers based on the sources above.

According to the dimensions addressed by the researchers in table (1), it was agreed on some dimensions as they corresponded to the current study and approved by most researchers. These dimensions include: participation in decision-making, stability and job security, wages and financial rewards, opportunities for promotion and career improvement.

#### 1. Participation in Decision-Making

The process of employees' participation in decision-making is defined by Keith and Gerling as the management approach, which is based on the regular and real participation of the employees of the organization in the decision-making processes related to the policies of the organization and its tasks [14].

#### 2. Stability and Job Security

Job stability is an important topic in the field of management. This importance is increased by the crucial role played by the human resource in the organization. The sense of stability is an important factor that leads to a sense of comfort, stability and belonging to the working environment. Also, it is one of the needs behind the continuation and stability of human behavior, contributing to motivation, improving performance, increasing productivity and improving the quality of service provided [22]. As for job security, it means the employee remains in the organization without a reduction of seniority, remuneration or pension rights, which has a positive impact on the productivity. It is an important determinant for employees' health, their physical and psychological well-being, and preservation of employees, job satisfaction, organizational commitment and job performance [26].

#### 3. Salaries and Incentives

Salaries and incentives are of great importance in determining the performance of employees and

directing this performance, and thus directing the motivation of workers in a certain direction as there is a strong relationship between the direction of motivation and wages. Accordingly, this leads to results affecting the level of production and the results expected to be achieved at the organization level, as well as at the level of service provided by the organization. Hence, the failure of these wages to meet the basic needs of employees will motivate them towards negative behavior of performance, with serious and negative consequences for the organization [24,25].

#### 4. Opportunities for Promotion and Career Improvement

Promotion is defined as the reallocation of an individual to a higher-level job, and usually such a job involves duties, responsibilities and powers that are greater and more difficult than his duties, responsibilities and powers in the current position. It may usually be associated with an increase in salary or wage. It exploits the skills and abilities of individuals with high performance and motivates employees to improve their performance, develop their abilities and achieve job stability [16].

#### ❖ Practical section: Analysis of Correlation and Influence Relationships

##### A. Analysis of the Correlation Between Dimensions of Organizational Vigilance (Combined and Separated) and Quality of Work Life

This section analyzes the first hypothesis, which states that there is a statistically significant correlation between dimensions of organizational vigilance and quality of work life in the organization under study. Based on the results of statistical analysis shown in Table (2), it is clear that there was a statistically significant correlation between dimensions of organizational vigilance (combined) and quality of

work life in the organization under study. The value of correlation coefficient between them was (0.731) at a significance level (0.05).

Data shown in Table (2) also revealed a statistically significant correlation between dimensions of organizational vigilance (separated) and quality of work life in the organization under study. The values of correlation coefficient were (0.704, 0.613, 0.606, 0.551), respectively, for the dimensions of technological, environmental, commercial and strategic vigilance at a significance level (0.05). Additionally, there were significant correlations between each

dimension of the organizational vigilance and quality of work life.

The analysis results of the aforementioned correlations between the dimensions of the organizational vigilance (combined and separated) and quality of work life in the organization in question indicate the ability of these dimensions (combined and separated) to interpret and predict the quality of work life. This proved the first hypothesis which stated the existence of a statistically significant correlation between the dimensions of the organizational vigilance (combined and separated) and the quality of work life in the organization under study.

**Table 2.** results of correlations between the organizational vigilance and quality of work life

Dependent variable Independent variable		Quality of work life	
		Correlation coefficient	Significance level
Organizational vigilance	Technological vigilance	0.704*	0.000
	Environmental vigilance	0.613*	0.000
	Commercial vigilance	0.606*	0.000
	Strategic vigilance	0.551*	0.000
Overall index		*0.731	0.000

Prepared by researchers based on SPSS results ( $P^* \leq 0.0$ ,  $n=50$ ).

### B. Analysis of Influence Between the Dimensions of Organizational Vigilance on Quality of Work Life

Table (3) shows the analysis results of the regression between organizational vigilance and quality of work life. It is clear that there was a significant influence of organizational vigilance on achieving the quality of work life. The calculated value of (f) was (17.13), which was greater than its tabulated value (3.45) below the significance level (0.05), i.e. with a degree of confidence (0.95) and freedom (49). The value of beta coefficient (B) was (0.774). This indicates that a change of one unit in organizational vigilance is accompanied by a change of (0.774) in quality of work life. This demonstrates the importance of

organizational vigilance in achieving the quality of work life. While the value of the determination coefficient ( $R^2$ ) was (0.71), which is a good percentage. This indicates that about (0.71) of the total variation in quality of work life is determined by organizational vigilance and the remaining ratio of (0.287) represents the rate of influence of other unknown variables. The value of (B) was (0.774) with the calculated value of T (3.730), which is a significant value higher than its tabulated value (1.699) at a significance level (0.05) and a degree of freedom (1.49). Thus, the second hypothesis was achieved that there was an influence between the dimensions of organizational vigilance (combined) on quality of work life of the organization under study.

**Table 3.** analysis of the simple linear regression between organizational vigilance and quality of work life

Table 3: analysis of the simple linear regression between organizational vigilance and quality of work life								
Dependent variable  Independent variable	Quality of work life							df
	R <sup>2</sup>	A	B	F		T		
				Calculated	Tabulated	Calculated	Tabulated	
Organizational vigilance	0.71	1.932	0.774	17.13	3.45	3.730	1.699	1 48 49

Prepared by researchers based on SPSS results ( $P^* \leq 0.05$ ,  $n=50$ ).

### ❖ Conclusion and Suggestions

#### A. Conclusion

Supply chain globalization is creating economic opportunity for parts of the world previously left out of global trade, but the same forces that have provided greater access to jobs and cheaper goods for consumers have also fueled the deplorable and prevalent issues of modern slavery around the globe. This study reached a number of findings that can be presented as follows:

1. The hospital is constantly monitoring scientific discoveries related to its activities, as well as that the hospital in question is constantly aware of the patents achieved in the field of its activity and constantly follow

technological developments of its activity equipment.

2. The hospital in question has the ability to face external environmental risks and threats, as well as dealing positively with social values and beliefs, analyzing and processing data to make decisions appropriate to the hospital environment.
3. The management of hospital in question is working to increase its growth opportunities by providing a good health service, as well as commercial vigilance helps the hospital to gain the trust of its customers.

4. The hospital seeks opportunities and threats faced by it in order to enhance opportunities and avoid threats, in addition to having the ability to collect the required information to make strategic decisions.
5. With regard to the dimensions of quality of work life in general, the staff at the hospital in question contribute to solving problems, and there is transparency in the field of decision-making at different levels of the hospital.
6. The hospital in question has the necessary material and moral resources to provide job stability for employees. Also, its environment provides safe atmosphere and trust-based relationship among all parties.
7. Concerning salaries and incentives, the employees are happy with the salaries they receive, and they feel that the rewards are distributed to their beneficiaries.
8. The hospital seeks to adopt the principle of placing the right person in the right place, and that justice and fairness is the basis in granting career promotions in the hospital and the exceptional promotions are granted on the basis of competence.

#### B. Suggestions

In the light of research findings, a number of suggestions can be recommended to improve the situation in the hospital under study in particular and other hospitals in general as far as organizational vigilance and quality of work life are concerned. These suggestions include:

1. The management of the hospital under study should be constantly aware of the patents achieved in the field of its activity, as well as continuously working in accordance with the modern technological standards.
2. The hospital should seek to find opportunities and work to exploit them, monitor the external environment and events that have a very important impact on it, and analyze and process the data to make decisions appropriate to its environment.
3. The hospital management should constantly seek providing modern healthy services to its customers, and work on improving its health services and do not adhere to the imitation in providing health services in some areas related to the use of new equipment.
4. Strengthening the hospital's ability to diagnose problems of strategic importance as well as to think about how to deal with emergencies by examining various alternatives and possible solutions.
5. Activating the role of the hospital in the field of providing the necessary insurance and compensation in case of work accidents to workers, and work to follow the method of training to retain skilled workers.
6. Performance efficiency should be the basis for determining wages and rewards in the hospital under study, in addition to employees should

be satisfied with the additions and increases added to salaries and wages.

Enhancing the role of management in the field of promotion and career improvement by activating the harmony among qualification, skills and the job degree occupied by the worker in the hospital, as well as there must be future opportunities for promotion and career improvement in the hospital under study.

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